DOCUMENT RESUME

ED 374 759 HE 027 766

AUTHOR Lucas, Ann F.
TITLE Strengthening Departmental Leadership: A Team-Building Guide for Chairs in Colleges and Universities. The Jossey-Bass Higher and Adult Education Series.
PUB DATE 94
NOTE 295p.
AVAILABLE FROM Jossey-Bass Inc., 350 Sansome St., San Francisco, CA 94104 ($30.95; quantity discount available).
PUB TYPE Books (010) -- Guides - Non-Classroom Use (055)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Administrator Responsibility; *Administrator Role; *College Administration; Conflict Resolution; *Department Heads; Departments; Faculty Development; Faculty Evaluation; Higher Education; Instructional Leadership; Leadership; *Leadership Responsibility; *Personnel Management; Stress Management; Teamwork

ABSTRACT

This book demonstrates how academic chairs at institutions of higher education can learn the skills that are essential to their becoming leaders and faculty developers and having a significant impact on their departments. The book assists chairs in building cohesive teams in their departments and facilitates learning and using survival skills. It is designed to be highly practical, presenting sensible advice on handling problems that occur frequently in college and university departments. The book provides a goal-setting framework and action steps that result in leadership knowledge and skills. Specific chapters address: (1) opportunities departmental chairs have to handle specific challenges confronting higher education, and barriers that prevent chairs from becoming leaders and team builders; (2) a leadership matrix which measures nine major leadership and faculty development responsibilities and assesses strengths and target areas for development; (3) step-by-step method for developing a vision that will elicit the commitment of the department; (4) motivating, evaluating, and rewarding faculty members; (5) supporting effective teaching; (6) providing feedback on classroom teaching; (7) enhancing commitments to scholarship and service; (8) team building through supportive communication; (9) managing conflict and playing the role of third-party facilitator; (10) using feedback from the department; (11) the dean's role in developing departmental leadership; (12) stress reduction interventions; and (13) personal strategies for strengthening leadership effectiveness. Contains approximately 260 references. (JDD)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****